

KNOX COUNTY COMMISSION

Special Meeting – Work Session

Tuesday – August 11, 2009 - 2:30 p.m.

A special meeting – work session of the Knox County Commission was held on Tuesday, August 11, 2009, at 2:30 p.m., at the county courthouse, 62 Union Street, Rockland, Maine.

Commission members present were: Anne Beebe-Center, Commissioner District #1, Richard L. Parent, Jr., Commissioner District #2, and Roger A. Moody, Commissioner District #3. County staff present included: County Administrator Andrew Hart, IT Director Jeff Lake, IT Assistant Mike Dean, Chief Deputy Ernest McIntosh, Jail Administrator John Hinkley, Finance Director Kathy Robinson, Communications Director Linwood Lothrop, and Executive Assistant Constance Johanson.

Others present were: Stephen Betts, *The Herald Gazette Associate Editor*.

**Special Meeting – Work Session – Agenda**  
**Tuesday – August 11, 2009 – 2:30 p.m.**

**I. 2:30 Meeting Called To Order**

**II. 2:31 Discussion Items**

- 1. Discussion of Meeting with Lincoln County to Discuss Economic Development
- 2. Discussion of Implementation of IT Policies and Consistent and Effective Service to all Departments of the County in Relation with the Policies
- 3. Discussion of IT Services to Municipalities

**III. Adjourn**

**I. Meeting Called to Order**  
Commission Chair Anne Beebe-Center called the August 11, 2009 special meeting – work session of the Knox County Commission to order at 2:45 p.m.

**II. Discussion Items**

1. Discussion of Meeting with Lincoln County to Discuss Economic Development  
County Administrator Andrew Hart explained that at the meeting with Lincoln County, one of the main issues discussed was economic development in the region. Knox County is in the process of working with Knox Waldo Regional Economic Development (KWRED) in regards to the changing economic climate. Mr. Hart reported that Lincoln County is in the process of making changes within their economic development program and is interested in meeting with Knox County on economic development.

Mr. Hart stated that he had contacted Lincoln County Administrator John O’Connell to set up a meeting. A meeting with Lincoln County representatives as well as representatives from KWRED is tentatively set for the week of August 24<sup>th</sup> at 1:00 p.m. in the Waldoboro Town office. There will representatives from KWRED as well as representatives from Lincoln County who are working on their economic development program.

The town managers from Waldoboro and Damariscotta attended the last meeting. It was suggested that the municipalities might be interested in attending the upcoming meeting. The meeting may be in Waldoboro again because of the locale, or Lincoln County may wish to come to Knox County. An agenda will be posted when the date, time and location have been confirmed.

2. Discussion of Implementation of IT Policies and Consistent and Effective Service to all Departments of the County in Relation with the Policies  
Jeff Lake and Mike Dean gave a presentation on what the IT department does for the County using Power Point. The following is an outline of the presentation.

Information Systems

Jeff Lake is the Chief Information/Security Officer for Knox County. His professional affiliations include:

Infragard	The Academy Pro Training Services	Source Boston
NAISG	SANS Institute Advisory Board	GIAC GSEC Advisory Board
ISACA	GIAC Forensic Analyst Advisory Board	

The Chief Information/Security Officer’s duties include, but are not limited to:

- Developing policies to protect data availability, confidentiality and integrity.

- Responding to incidents (policy violations, security issues, etc.).
- Implementing security best practices.
- Maintaining shared law enforcement database and the integrity of the data.
- Maintaining various networks.

The Chief Information/Security Officer's activities on a daily basis include:

- Security monitoring - moving toward a framework by which we can protect the confidentiality, the integrity and the availability of the information that the public entrusts with us. Information falls into three (3) categories; public, confidential by statute and limited authorized use which may be turned over if subpoenaed. In 2003 this type of information had to be turned over.
- Development of FISMA compliance and development of controls to mitigating risk.
- Work on planned projects list.
- Support requests from various departments and agencies.
- Ad hoc projects dealing with support.
- Working toward "the defensible network".
- Incident handling.

Mike Dean introduced himself, noting that he holds a bachelor's degree in Sociology and had 12 years of experience in IT support positions in both private and public sectors. Mr. Dean is a certified software manager, having certifications from most U.S. computer manufacturers. He has a vast array of experience in repairing computer hardware. He rebuilt and managed a corporate desktop support department. Mr. Dean has been an IT consultant for the past five years and serves the County as the IT assistant.

The IT Assistant's duties include, but are not limited to:

- Desktop support.
- Repair, upgrade, and/or replace desktop computers.
- Maintaining file servers.
- Handles incoming requests for service from end-users.
- Interfaces with support and retail vendors.
- Provides emergency support services after hours.

The IT Assistant's activities on a daily basis include:

- Repairing broken equipment
- Orders and tracks new equipment.
- Works with department heads on IT needs.
- Offers user education and helpful hints.
- Makes computers work so staff can get their jobs done efficiently.
- Serves on BOC IT sub-committee.
- Skillfully maneuvers the political minefield.

Trends 2008-2009

- Security is losing badly – not specific to the County. Doing the best within the budget.
- Data breaches. This is not uncommon and but IT is working on this.
- Normal web surfing is the new infection vector.

Network monitoring

- Most incidents are currently being overlooked.
- Our network isn't defensible anyway.
- Department heads have not bought into security.
- Our network was not designed, it just "happened". It grew over time with concern with what worked. No thought was given to security. There was no documentation and policy set.

What is a Defensible Network?

- A network that is monitored, controlled, minimized and current.
- The answer to "Are we secure?" is always, "Let me check". Security is only established by checking current compliance with policies.

Today's Network – how to monitor security of systems in different offices?

- There are seven locations, including other law enforcement agencies
- There are eleven separate county departments
- There are at least three application service providers (in Finance, Probate and Deeds).

#### Acceptable Internet Use

- What are we trying to protect? – Information about citizens and about employees.
- Why should we restrict access? – Network security, proper workplace environment, professionalism and ethics.

It was noted that some legitimate websites are sources of viruses. The IT department can review this problem and has done so to determine if any confidential information was released. Policies are needed to mitigate or lessen the risk and monitoring is used to detect abnormalities that can then be investigated.

#### E-mail Policy

It was noted that employees are prohibited from using personal e-mail accounts while at work. Policy allows for “incidental personal use” of official e-mail. The policy on e-mail serves two purposes.

- One is to avoid confusion about what constitutes “official correspondence”. The second is to be able to produce the correspondence.
- Inability to retrieve from archives (we have a duty to archive information).
- Lack of control over content, incoming or outgoing.
- Attempt to thwart the Freedom of Access Act (FOAA).

#### Remote Access

There is no policy in place at this time governing remote access. This is a departmental issue. Generally this is not a problem, but it could lead to a financial liability.

- FLSA highlights – if work is in the scope of normal duties; if employer receives a benefit from the work performed; if the actual work is being performed;
- Then the employee must be paid.

#### FY 2010

- Centralize data as much as possible.
- A comprehensive backup service – this will cost money.
- Risk assessment and mitigation.
- Classification and protection of data – an example of this was when one of EMA’s computer hard drives crashed and it was not backed up. The IT department was able to recover it. This is an issue to be addressed.

#### Municipalities

- Expansion of shared law enforcement database.
- Can we save them money by providing service?
- Do they want the County to access their data?
- Will we put legitimate businesses under a financial strain?
- Can we point to an excellent service record to show that we can do it better?

### 3. Discussion of IT Services to Municipalities

Commissioner Anne Beebe-Center stated that when the County met with the municipalities, one of the issues discussed was the purchasing of computers and knowing what to purchase. There appeared to be a need to write or at least to check the RFP’s before going out to bid for computers. The County’s IT department could be used as a resource in selecting appropriate equipment. The idea was not to actually service the towns’ equipment.

Mr. Lake said that the purpose of the IT department was to implement whatever directives that the Commission chose.

Commissioner Anne Beebe-Center commented that what the Commission wanted was to have a discussion with the towns as to how the County could be of service in terms of being a resource.

Mr. Dean commented that there are private companies in the area that are employed by the towns to service the computers and it was not the intent to put these computer consultants out of business.

Commissioner Anne Beebe-Center commented that the County’s IT department could serve as a double check as to computer specifications before the town managers actually made purchases.

Commissioner Richard Parent commented that the towns seemed to be looking for the County’s expertise and also to replace some of the service that they are currently receiving from private entities because some of the towns feel that are being overcharged. The idea was that the County could provide service to save the towns money.

Commissioner Roger Moody suggested that many times some small vendors go out of business and he was looking at the importance of continuity of service. The County being involved with the towns' IT needs could provide continuity of service. It did not appear that the towns were interested in actual service, but rather help with preparing bid specifications for computer equipment relevant to the towns' needs, bids for bulk purchases, and perhaps assuring commonality of equipment purchased. The IT department could also perhaps assist with backing up information for the towns as this is not always done. The towns should be encouraged to ask for IT assistance. It was noted that any IT assistance program would probably develop over time.

Mr. Lake commented that in speaking with Communications Director Linwood Lothrop, the communications vision is that the shared public safety database will expand services to the municipalities.

County Administrator Andrew Hart suggested that the issue of sharing information between the departments currently located at the law enforcement facility involved all three departments discussing this issue.

Communications Director Linwood Lothrop commented that he wished to bring forth the concerns of EMS and fire service end users that currently are not included in the law enforcement system. The County dispatches for 25 fire and EMS agencies in the County and all are looking to access the information that has been put into a database since 2001. A system can be designed that would protect the law enforcement side. Personal information would also be protected. The access issues would be covered by a users' agreement and the system overseen by a governing body.

Commissioner Roger Moody asked how this information applied to the day to day operations of the agencies.

Mr. Lothrop responded that a town out on a fire call provides extensive information on the call which entered into the database, but because the municipal fire departments do not have access to the database, they have to call the dispatch center and request a hard copy of the run report to be sent to them. The town's fire service personnel then has type the information into their system when they return to the station. It is duplication of work because currently there is no direct access to the dispatch center's database. A shared system would eliminate the duplication. Spillman is rewriting the EMS and fire service software which will enhance the required reports.

The police have access to the communications department database. The EMS community needs access, but before that happens, parameters need to be set for security and protection of confidential information. The law enforcement side does not need access to all information on the communications' database. For example, they would not need anything that would be covered by the HIPAA laws. EMS would not need access to anything that would be involved in any legal action. There would have to be a governing body in place to assure there are data access restrictions.

Commissioner Anne Beebe-Center asked if the IT department was setting up the access to the database.

Mr. Lake responded that if the department head made a request he could help develop controls.

Commissioner Roger Moody commented that it appeared there needed to be a state-wide system for fire and EMS with some type of governing body.

Communications Director Linwood Lothrop commented that there needed to be a county-wide system whereby EMS and fire service agencies could access the database that is currently only accessible by law enforcement. There are state reports that can be completed through the use of the communications department's database.

Commissioner Anne Beebe-Center asked who was currently overseeing the law enforcement portion of database.

Communications Director Linwood Lothrop commented that he believed it was the sheriff as there is no advisory board overseeing the system currently in place. If there was to be a shared system, then there needed to be an advisory board.

County Administrator Andrew Hart commented that currently there was the KCLES agreement covering the issue of access to the law enforcement's database, which was approved by the

sheriff and local police departments. In researching the issue of access, it became apparent that the document should have been approved by the Commission and the towns at their respective town meetings because it is an interlocal agreement. Mr. Hart reported that the document is being redrafted. It is expected that the draft will be presented to county agencies involved, communications, jail and patrol and the four towns with police departments and the municipal EMS and fire service agencies. There will be a governing board to set up guidelines because the new KCLES agreement will not be a law enforcement only document under the sheriff's supervision. The IT department will also be incorporated and work under the direction of the advisory board to serve the end-users.

Mr. Lake pointed out that what was being proposed was a mirror image of the Knox County Communications Advisory Board. Municipalities that are involved would appoint members to the board to develop the guidelines for operations in support of the interlocal agreement. The IT department would then implement the guidelines.

Commissioner Beebe-Center asked about the cost and whether it would be covered by the fees currently being assessed to the towns. Currently the towns are not paying extra for this service, which could run into six figures a year for development and maintenance. It should be seen as a huge benefit to the towns.

Commissioner Roger Moody commented he understood that there would be contracts, an advisory board and legal documents involved, but questioned if there was a need to create a department to handle the situation. The transition could be difficult because the various agencies were not used to working this closely together and it appeared there needed to be some sort of a road map.

Jail Administrator John Hinkley suggested that it was not a matter of trust, but rather a matter of confidentiality. The confidentiality issue connected with sharing information was supported by statute. The jail was able to share information with the law enforcement side and was used to working within a closed system. The question of who would have access to the information and how it was disbursed was a concern.

Commissioner Anne Beebe-Center commented that the credentials of the IT department's staff allowed the IT department to take on such a project to insure the security of the information being disseminated.

Jail Administrator John Hinkley stated that one reason he had objected to the new IT job descriptions and policies on access was because the sheriff was the head of the County's law enforcement agency and therefore responsible for the information and determining who had access to it.

Commissioner Anne Beebe-Center stated that the safety of all County data is the responsibility of the County. That did not mean that the Commission had access to all of the data. The IT department was hired answer the questions regarding access which is the basis for the policy. It is essential to have good policies and procedures in place to protect the data.

Commissioner Richard Parent asked who is responsible for determining who can have access to the database.

Jail Administrator John Hinkley stated he determines who has access to the jail's database under the sheriff's direction.

Communications Director Linwood Lothrop commented that the communications center has access to the law enforcement information through the teletype system as a METRO user. The advisory group oversees the information is properly disseminated by state and federal regulations.

Director Lothrop reported that Penobscot County and Cumberland County already have combined shared systems that could be used as a model.

Mr. Lake commented that the purpose of the IT department being involved in this project of having a combined shared system is to comply with state and federal regulations while implementing a system that can share departmental information, help the department heads classify their data, and determine how they control the flow of the data.

Commissioner Anne Beebe-Center asked what was holding up the project. It was noted a new KCLES agreement had to be in place first. Then the County could branch out to EMS and fire

service agencies. The four municipalities have not been meeting and probably need to in order to proceed with the development of an interlocal agreement that would include fire and EMS service agencies. The agreement needs to be in place before moving forward with developing the protocol for an advisory board.

County Administrator Andrew Hart asked the Commission how they wanted to proceed with this project. The County has an IT department that is supposed to serve the County and needs to serve all the departments within the County. The sheriff needs to be involved, but a decision needs to be made as to the involvement of the IT department to oversee the project. The County has an Acceptable Use policy that covers using the internet and e-mail and there are still issues with compliance. Some departments are still allowing use of personal e-mail. The County needs to decide whether that should be allowed or not because the County is liable for data being released.

Commissioner Anne Beebe-Center asked if County property was being used. Mr. Hart said the computers being used were purchased by the County.

Commissioner Anne Beebe-Center commented that County policies should be followed; otherwise it was an abuse of County owned property. The security of the system is at risk.

County Administrator Andrew Hart suggested that it was not the goal of the County to review every piece of information flowing from the County. The County made the decision to have an IT department and therefore it should be utilized. One service it provides is the review of information being released.

IT Director Jeff Lake commented that there did not appear to be an accurate concept of the IT department's review of information being released. The volume of information made it impossible to review every document, but the e-mail is archived by an outside agency. The IT department's review practices consist of reviewing activity when alerted to odd trends.

Jail Administrator John Hinkley commented that he did not mean to imply that he did not trust the IT department because the IT staff has to follow the same regulations of confidentiality as he does, but he wanted to express his concern regarding the protection and security of data.

Mr. Lake responded by stating that data protection is a valid concern and the IT department is willing to address the issue of data protection especially in developing a multi-agency access project. The trend is to limit access and then review the access needs of the various departments before implementing the access with protective measures in place.

IT Assistant Mike Dean explained that the current KCLES agreement has the sheriff as the director, but does not define her role as director. One concern with this model is having one person making all the decisions regarding who has access, and how much access, as opposed to a board that would have to have a quorum to make the decisions on access. Under the current agreement, the IT department could make a recommendation to the sheriff regarding access and be overruled. That is why it is important to have a governing body to make decisions on who will have access on a shared network resource.

Chief Deputy Ernie McIntosh commented that the confidentiality of information in the sheriff's office is a concern and suggested that the IT department should be under the sheriff's management and have law enforcement training. The information should not be out there for review.

IT Director Jeff Lake commented that he understand the chief deputy's concerns and perspectives. The State office of Information Technology does not concur with the chief deputy's opinion and the State is not organized under law enforcement control, but under civilian control.

Commissioner Anne Beebe-Center explained that one of the reasons that Jeff Lake was brought over from the sheriff's office was so that consistent IT policies could be developed. The County needs to be confident that the data is secure.

Chief Deputy Ernie McIntosh commented that it was nice when Jeff Lake was located at the sheriff's office because of his availability. He continued by saying that now they had to get in line.

IT Assistant Mike Dean asked if the IT department response time was not satisfactory. It was noted that when Jeff Lake was at the sheriff's office he was available at short or no notice. Staff

in many departments wait until the IT staff is on site to ask for help. Response time does not appear to be an issue at this time.

Commissioner Anne Beebe-Center asked what the Commission and department heads wanted to accomplish in regards the information sharing and access. It was noted that an updated interlocal agreement needs to be in place, i.e. the KCLES agreement redrafted and approved.

County Administrator Andrew Hart noted that this was a work in progress. Meetings with the four towns with police departments would be scheduled to present the new draft. The final draft would go before the towns and the County for approval.

Commissioner Roger Moody voiced his concern that the agreement might not be enough in terms of looking outside the County for sharing of information. He asked if there could be a future need to share information statewide.

Communication Director Linwood Lothrop stated that the State has that capability now, but the County does not buy into because it costs \$64,000.00 for the software the systems to be able to communicate and share data.

Commissioner Anne Beebe-Center asked if there needed to a motion made at this time.

County Administrator Andrew Hart Andy stated there did not need to be a motion. The discussion was make the Commission aware of the direction that the County was taking in regards to sharing information. Another point of the discussion was making sure that all departments utilize the IT department and individual employees were not doing IT work. All County employees need to follow the established Acceptable Use policy.

Chief Deputy Ernest McIntosh suggested putting a memo regarding the Acceptable Use policy in with employee's paychecks.

### **III. Adjourn**

- A motion was made by Commissioner Roger Moody to adjourn the meeting. The motion was seconded by Commissioner Richard Parent. A vote was taken with all in favor.

The meeting adjourned at 3:55 p.m.

Respectfully submitted,

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Constance Johanson

**The Knox County Commission approved these minutes at their regular meeting  
held on September 8, 2009.**

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Anne H. Beebe-Center, Chair – Commissioner District #1

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Richard L. Parent, Jr. – Commissioner District #2

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Roger A. Moody – Commissioner District #3